



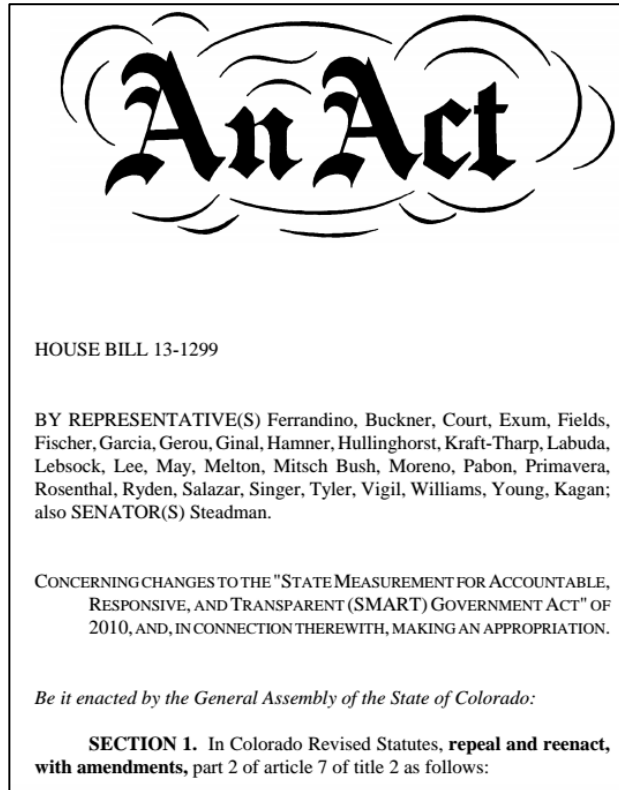
COLORADO
Department of Education

SMART Act Hearing

Dec. 5, 2017

Education Commissioner Katy Anthes, Ph.D.

SMART Act Requirements



- Create Performance Plan
- Report on Performance Plan during annual SMART Act Hearing.
- Report on Budget Request

CDE SMART Act Hearing Agenda

- CDE Responsibilities
- 2017 in Review
- New Performance Plan
 - Goals
 - Our Five Key Initiatives
 - Supporting the Key Initiatives: Strategic Activities
 - Accountability: Metrics
- IMS Budget Request
- Discussion

CDE Responsibilities

- Implement state and federal education laws
- Disburse state and federal funds
- Hold schools and districts accountable for performance
- License all educators
- Provide performance and financial data
- Provide leadership, resources and support to Colorado's
 - 178 school districts
 - 1,876 schools
 - 53,567 teachers
 - 5,623 administrators
 - 905,019 students

2017 in Review

- Kicked Off Standards Review Process
- Held First Accountability Hearings
- Issued Competitive Request for Proposals for CMAS
- Completed Every Students Succeeds Act Plan
- Launched Financial Transparency Website
- Formed Commissioner's Teacher Cabinet
- Refreshed Commissioner's Rural Education Council
- Created New Performance Plan

2017 Student Achievement

- Reading by third grade
 - Third graders meeting or exceeding expectations in English Language Arts increased by 1.9 percentage points in the last two years
- Meeting or exceeding state standards
 - Math:
 - Grades 3, 4, 5 and 8 increased from 2.1 to 3.8 percentage points over two years;
 - Grades 6 and 7 decreased from 0.8 to 1.6 percentage points across two years.
 - English language arts
 - Grades 3-8 increased from 1.5 to 5.8 percentage points

Graduating Ready

- PSAT - As of Spring 2017, Colorado 10th-grade students narrowly outperformed the national average.
 - Colorado students scored an average of 478 on evidence-based reading and writing compared to the national cohort average of 468.
 - In math, Colorado students scored an average of 469 compared to the national cohort average of 464.
- SAT - As of Spring 2017, Colorado 11th-grade students scored lower than the national average.
 - Colorado students scored an average of 513 on evidence-based reading and writing compared to the national cohort average of 539.
 - In math, Colorado students scored an average of 501 compared to the national cohort average of 535.

Achievement Gaps Remain

- Performance improved for many student subgroups, but the persistent gaps remain. The historically underserved groups are not keeping pace with their counterparts.

For example:

- Hispanic fifth-graders improved 4.4 percentage points over 2016's English language arts scores to **29.4 percent** meeting or exceeding expectations.
- White fifth-graders improved by more than 5 points to **57.4 percent** meeting or exceeding expectations.

New Performance Plan

- SMART Act Performance Plan Submitted
- Incorporates Input From:
 - ESSA listening tour
 - Superintendents
 - Rural Education Council
 - State Board of Education
 - Teacher Cabinet
 - CDE Employees
 - Stakeholders

Guiding Principles and Key Values

Guiding Principles

- Equity and Access for All Students
- Flexibility, Choice and Innovation
- Continuous Improvement of Systems and Structures
- Collaboration and Partnership

Our Values

- All Students
- Collaboration
- Communication
- Customer Service
- Honesty
- Innovation
- Integrity
- Respect
- Transparency
- Trust

GOALS

By 2022



88%

of students
will be reading
by the end of
third grade.



80%

of schools
needing support
and academic
improvement
will raise and
maintain their
performance.



66%

of students
will earn a
postsecondary
credential, degree
or certificate after
high school.



20%

more historically
underserved
students will
achieve academic
expectations.

THE FIVE KEY INITIATIVES

The Five Key Initiatives



**Support High Quality
Early Learning and Literacy
for All Students**

The Five Key Initiatives



**Expand Access and
Opportunity for Historically
Underserved Students**

The Five Key Initiatives



**Prioritize and Maximize
Support for Schools and
Districts Identified for
Academic Improvements**

The Five Key Initiatives



Expand High School Options
to Ensure All Students are
Ready for College and/or
Living-Wage Jobs

The Five Key Initiatives



Develop a Strong Pipeline of High-Quality Teachers and Principals and Provide Deeper Support for School and District Leaders



SUPPORTING KEY INITIATIVES

STRATEGIC ACTIVITIES



Support High Quality Early Learning and Literacy for All Students

STRATEGIC ACTIVITIES

1. Promote and develop high-quality, evidence-based early learning and literacy strategies.
2. Expand professional training and ongoing development of our preschool through third-grade educators.
3. Strengthen partnerships with state and local agencies, communities and libraries to support early learning and literacy in preschool through third grade.



Support High Quality Early Learning and Literacy for All Students

WHAT PROGRESS LOOKS LIKE IN 2022

- 3% annual reduction in the number of kindergarten through third-grade students who are identified as having a Significant Reading Deficiency
- 3% increase annually in the number of students who are proficient in at least five of six areas measured by the Kindergarten Entry Assessment
- 50% of all third grade students will meet or exceed expectations on the CMAS assessment in English Language Arts.



Expand Access and Opportunity for Historically Underserved Students

STRATEGIC ACTIVITY

1. We will establish a Strategic Equity Team within CDE to align data, projects, systems, practices and programs to facilitate closing the opportunity and achievement gaps across Colorado.
2. We will identify and engage external partners that will work collaboratively with CDE and districts to address issues of equity, access and opportunity.



Expand Access and Opportunity for Historically Underserved Students

WHAT PROGRESS LOOKS LIKE IN 2022

- 25% decrease in state-reported exclusionary disciplinary actions involving underserved students
- 35% of students with IEPs who spend the majority of their time in general education settings will show high growth on the state assessment
- 50% of underserved students will complete an AP course or obtain college credit while still in high school
- 10% decrease in the dropout rate for minority students and 50% decrease for students in foster care



Prioritize and maximize support for schools and districts with struggling students

STRATEGIC ACTIVITY

1. We will strategically allocate both human and financial resources to maximize impact for schools and districts.
2. We will work across CDE to leverage our expertise and resources in support of schools and districts.
3. We will develop and promote a single menu of all CDE supports and interventions for districts and schools.
4. We will evaluate the effectiveness of our support for districts and schools and make adjustments needed to increase students' academic outcomes.



Prioritize and Maximize Support for Schools and Districts with Struggling Students

WHAT PROGRESS LOOKS LIKE IN 2022

- 65% of the approximately 170* schools with the lowest two ratings (Priority Improvement or Turnaround) on the state's accountability system in 2017 will improve to earn a satisfactory rating or higher rating (Improvement or Performance) and will sustain that rating for at least three years
- 80% of districts with eligible schools will apply for support and/or funding through the new single application
- 100% of improvement plans for identified schools and districts will meet quality criteria and evidence-based strategies after working with CDE



Expand High School Options to Ensure All Students are Ready for College and/or Living-Wage Jobs

STRATEGIC ACTIVITY

1. We will increase awareness and availability of public school choice options designed to support students who are at risk of not graduating.
2. We will help school districts implement rigorous and useful Graduation Guidelines.
3. We will foster expansion of innovative models and promising practices that are making a difference.
4. We will engage community partners as an effective resource for getting students to the finish line and planning for their futures.



Expand High School Options to Ensure All Students are Ready for College and/or Living-Wage Jobs

WHAT PROGRESS LOOKS LIKE IN 2022

- 90% of all students will complete a high school credential within six years and the majority of those will already be making progress toward a postsecondary degree
- 95% of all students will be making progress toward a high school credential
- 100% increase in the number of high school students attaining an industry credential by 2022
- 100% of school districts will have at least three pathways or options for students by 2022
- 50% of all students will earn college credit in high school



Develop a Strong Pipeline of High-Quality Teachers and Principals and Provide Deeper Support for School and District Leaders

STRATEGIC ACTIVITY

1. We will work in partnership to create high-quality educator preparation programs.
2. We will improve support to future and current educators and expand quality educator pipelines.
3. We will deepen our support for principals as they work to hire, develop and retain high-quality teachers to provide the highest outcomes for students.



Develop a Strong Pipeline of High-Quality Teachers and Principals and Provide Deeper Support for School and District Leaders

WHAT PROGRESS LOOKS LIKE IN 2022

- 18% increase in initial educator licenses, including:
 - 6% increase in diverse educators
 - 15% increase in educators endorsed in high-need content areas
- 2% decrease in the turnover rate of teachers statewide

EXCELLENCE





Distributing Funding to School Districts

Strategic Operation

We will accurately and efficiently distribute federal grant funds to Colorado districts.

Metric

- 100% of the distributions by line item, per cycle will be error-free by 2022. This metric reflects an average of 4,000 payments made each quarter.



Appropriately Classify and Compensate CDE Employees.

Strategic Operation

We will review jobs and wages annually to ensure compliance with state law, findings from the comprehensive job analysis and the department's salary schedule.

Metric

- CDE will implement its compensation analysis for 100% of its positions by 2018.
- CDE will complete a job analysis for all CDE positions and apply appropriate classifications by 2018.



Successfully Administer State Assessments to Measure Mastery of Colorado Academic Standards

Strategic Operation

We will successfully administer the Colorado Measures of Academic Success (CMAS) and the SAT suite of assessments to Colorado students in a timely manner.

Metric

- 100% of state assessments will be fully developed and available for administration on the scheduled assessment date.



Create and Disseminate Academic Performance Reports

Strategic Operation

We will provide meaningful performance data to schools, districts and the public.

Metric

- 100% of district and school performance frameworks will be produced error-free.
- 100% of student growth reports will be produced error-free.



Efficiently Process Educator License Applications

Strategic Operation

We will decrease the average cycle time between receiving an educator's completed application and issuing their license.

Metric

- Decrease the average cycle time — from receipt of a completed application and cleared fingerprint report to a PDF license sent via email — from 17.33 business days to 10 business days.



Provide Secure Technology, Applications and Information to CDE Staff and School District Employees

Strategic Operation

We will support internal customer data needs and technology tools, while protecting state systems and sensitive information.

Metric

- 100% implementation of collaboration tools within Office 365 by end of FY 2018.
- 100% implementation SharePoint 365 by the end of FY 2019.



Support Implementation of Existing and New Legislation, Rules and Regulations

Strategic Operation

We will build awareness and understanding of the requirements of the law among district staff and educators.

Metric

- Hold five staff trainings per year related to effective communication.
- In the yearly commissioner evaluation, 85% of superintendents will rate CDE as effective in assisting with implementation of law.

Information Management Services (IMS)

- IT shops funded for two types of key services.
 - Maintenance of existing systems/services.
 - Development of new systems for unique customer needs, e.g., data collection or data reporting systems.
 - Combination
- CDE's IMS is funded primarily for maintenance, with a small percentage of budget available for small enhancements (not enough for full systems).
- This budget request is broken in to 3 components, according to the main breakdown of services and associated budgets.
 - Maintenance of Infrastructure (by far our primary role)
 - Data Reporting and Analysis
 - Data Privacy and Information Security Support
- Although we are funded to provide “lights on” maintenance, we are asked to provide much more.

Breakdown of Budget Request

MAINTENANCE AND INFRASTRUCTURE

Keep the lights on, maintain current systems, provide minimally required services

- \$444K one time to catch up
- \$80K ongoing

DATA PRIVACY AND INFORMATION SECURITY

Better data protection, keep hackers at bay, increase security to match threats

- \$1.18M one time
- \$35K ongoing
- 2 FTE

IMPROVED DATA REPORTING AND ADDED FUNCTIONALITY

Increase accessibility by those authorized and quality of information, reduce the potential identification of students

- \$710K one time
- \$23K ongoing
- 1 FTE

Totals

\$2.33M
One-time funds



\$137,500K
ongoing funds



\$467,000
(3 FTE)



Grand Total=
\$2.9M